

THE END OF THE DMO

AS WE KNOW IT?

**I'm Signe
from Group
NAO**



**DMO,
WE HAVE A
PROBLEM**

TOP MARKETING

MANAGEMENT

**THE END
OF
TOURISM
AS WE KNOW IT**

A NEW BEGINNING OF
LOCALHOOD
STARTS NOW

MARKETING

NEW YORK CITY
WELCOMES YOU ALWAYS

NYC
3-NIGHT HOLIDAYS
FROM **£399 PP***
BOOK NOW IN BACON, NEW YORK

American Airlines
BRITISH AIRWAYS

*Based on Standard Rate



GO GREEN





GROUP NAO



KALAALLIT NUNAAAT
... FIND ALL FOET IEN NNAAR

TOURISM TOGETHER
Banff National Park

Skif!
IDEA AWARDS

AI OPENER
FOR DEKLEGATINGS

ARE YOU A MATCH?
Calendar of Choice for det velbesøgt.

BEYOND COMPARISON

TIME FOR DMOCRACY

DI' LA TUA!

PORTVIEW

OLYMPICS AND THE IMPOSSIBILITY OF MEGAEVENTS

LET PIGS FLY

TOURISM TAXES BY DESIGN

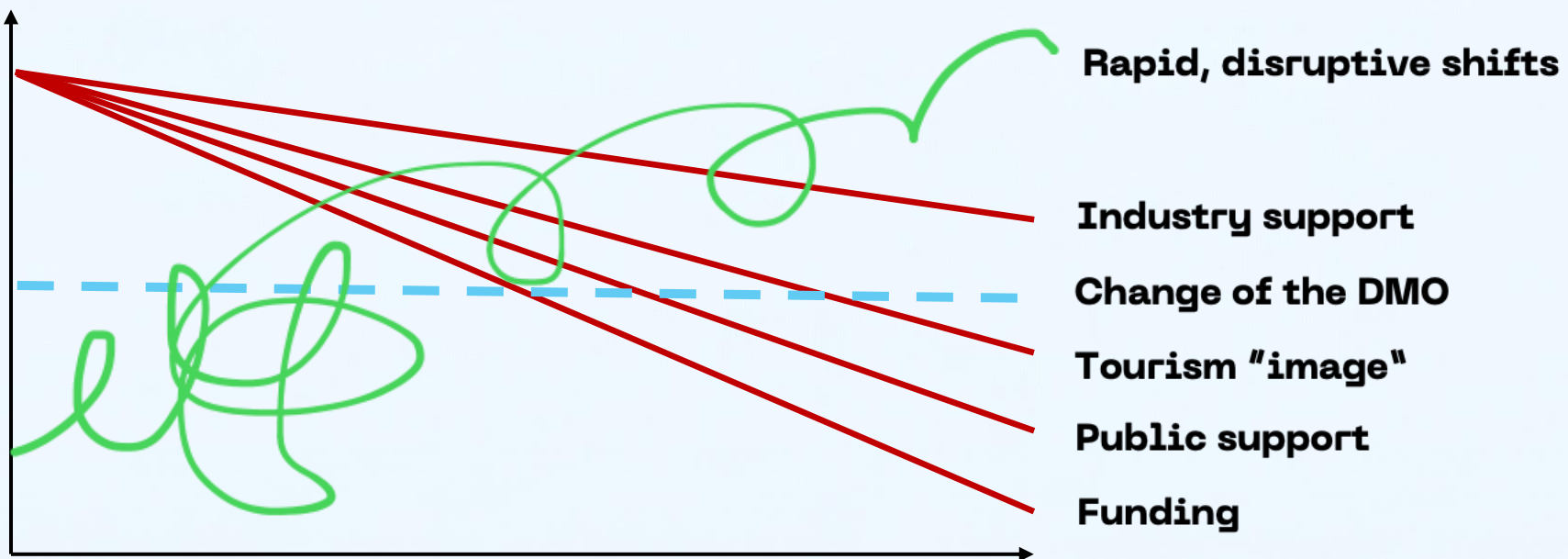
Witte Pagar, Navigation toning and the ligit of tourism taxes
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GRATIS AI-FORLØB TIL DIG OG DIN VIRKSOMHED

THE END OF TOURISM AS WE KNOW IT



THE RED FLAGS OF THE DMOs PROBLEM?



SO, WHAT TO EXPECT THE NEXT 25 MINUTES?



WELL, LIFE IS LIKE A BOX OF CHOCOLATES...





THE MEGA-CONTEXT

**THE DMOCRACY
SHIFT**

FUNDING FUTURES

**WHAT A WONDERFUL
WORLD!**

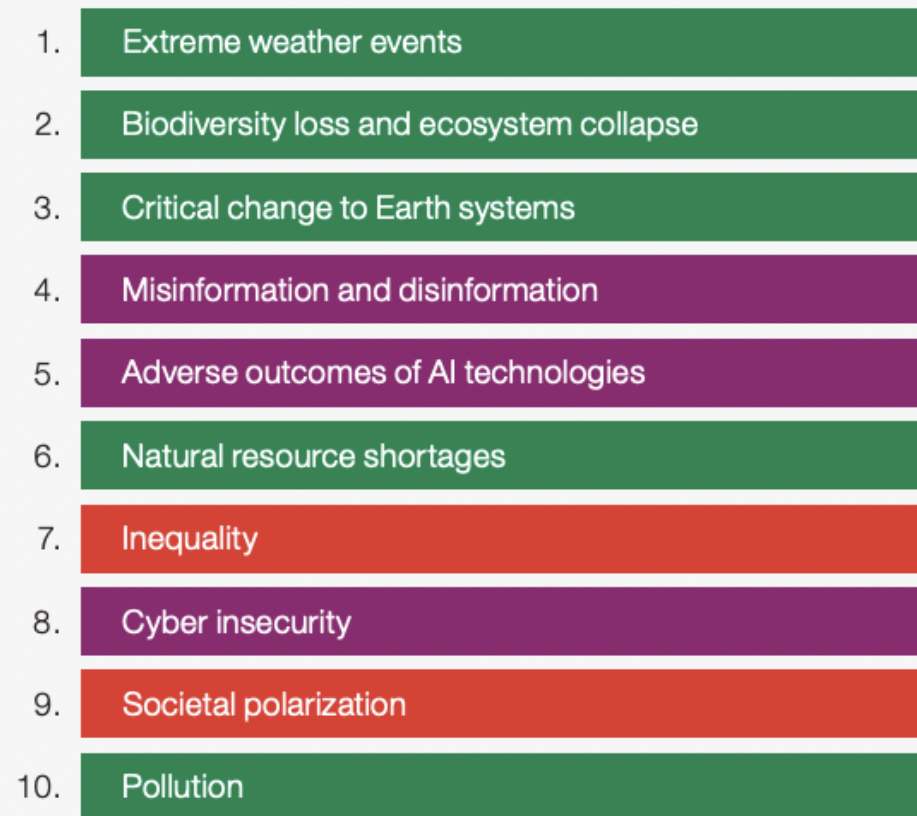
**N
AO**

GLOBAL RISKS BY SEVERITY

Short term (2 years)



Long term (10 years)

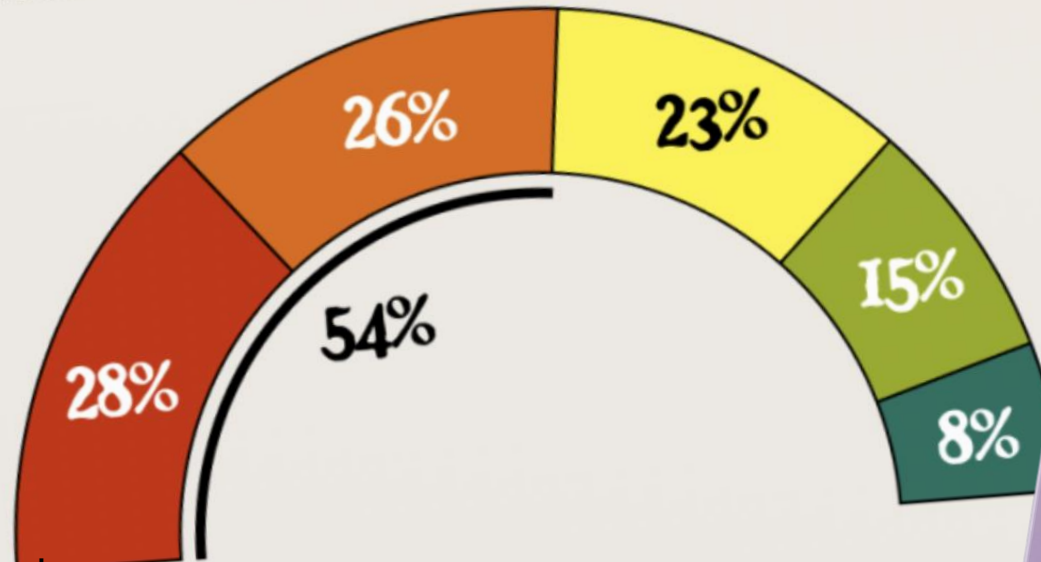


GEOPOLITICAL SHIFT

54% Have a Negative Perception of Trump's Policies

Agreement with the Statement "Trump's Policies Made Me Less Willing to Travel to the U.S."

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree



Source: Skift research

UNCERTAINTY STARTER PACK



Country	Rate	Change
Argentina	29%	14%
Australia	12%	12%
Canada	10%	12%
China	15%	12%
France	10%	12%
Germany	10%	12%
India	12%	10%
Indonesia	10%	10%
Japan	10%	10%
UK	10%	10%
USA	10%	10%
Other	10%	10%



TRUMP SLUMP

KALAALLIT NUNAAT

... AND ALL THAT WE SHARE

 VISIT GREENLAND

STRATEGY 2035 FOR VISIT GREENLAND



CLIMATE AND BIODIVERSITY CRISIS

CNBC Air New Zealand becomes first major airline to scrap its 2030 climate goal

SUSTAINABLE FUTURE

Air New Zealand becomes first major airline to scrap its 2030 climate goal

PUBLISHED TUE, JUL 30 2024-6:47 AM EDT | UPDATED TUE, JUL 30 2024-9:52 AM EDT

Sam Meredith
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@SMEREDITH19

KEY POINTS

- Air New Zealand on Tuesday dropped its 2030 climate goal, citing delivery delays of fuel-efficient aircraft and the affordability of alternative jet fuels.
- The announcement reflects the scale of the industry's challenge to meet its decarbonization goals.
- Air New Zealand also confirmed its intention to immediately withdraw from the Science Based Targets Initiative.

Culture Lifestyle

The Guardian

Eur

Sweden cuts tax on flying despite admitting it would increase emissions

Campaigners criticise decision to scrap tax introduced in 2018 amid rise of 'flight shame' movement



The decision to cut the flight tax is likely to increase flying. Photograph: Tt News Agency/Reuters





Photo: Rie Nielsen © Greenpeace

The Nordic Dead Sea Experience

Dive into the captivating waters of the Nordic Dead Sea, eerily devoid of life, yet richly filled with enigmatic brown sludge. Discover a haunting beauty you'll find nowhere else.



Photo: Felics Pedersen © Greenpeace

Protected nature, reimagined

Denmark has the least amount of protected nature in the EU – but what is preserved is remarkable; parking lots shimmering with fresh asphalt, biodiversity-rich golf courses and highways custom built as wildlife corridors. These officially protected NATURA-2000 areas will challenge everything you thought you knew about conservation.



Photo: Will Rose © Greenpeace

Authentic farm stays

Step behind the scenes of Danish agriculture and take a deep breath: inhale the authentic, industrial-scale aroma of the world's most densely pig-populated country. Marvel at the relentless efficiency of factory farming and witness firsthand where bacon begins its journey to your plate.

INEQUITY AND SOCIAL IMBALANCE



THE RISE OF AI

Tourists flock to fake Christmas market at Buckingham Palace

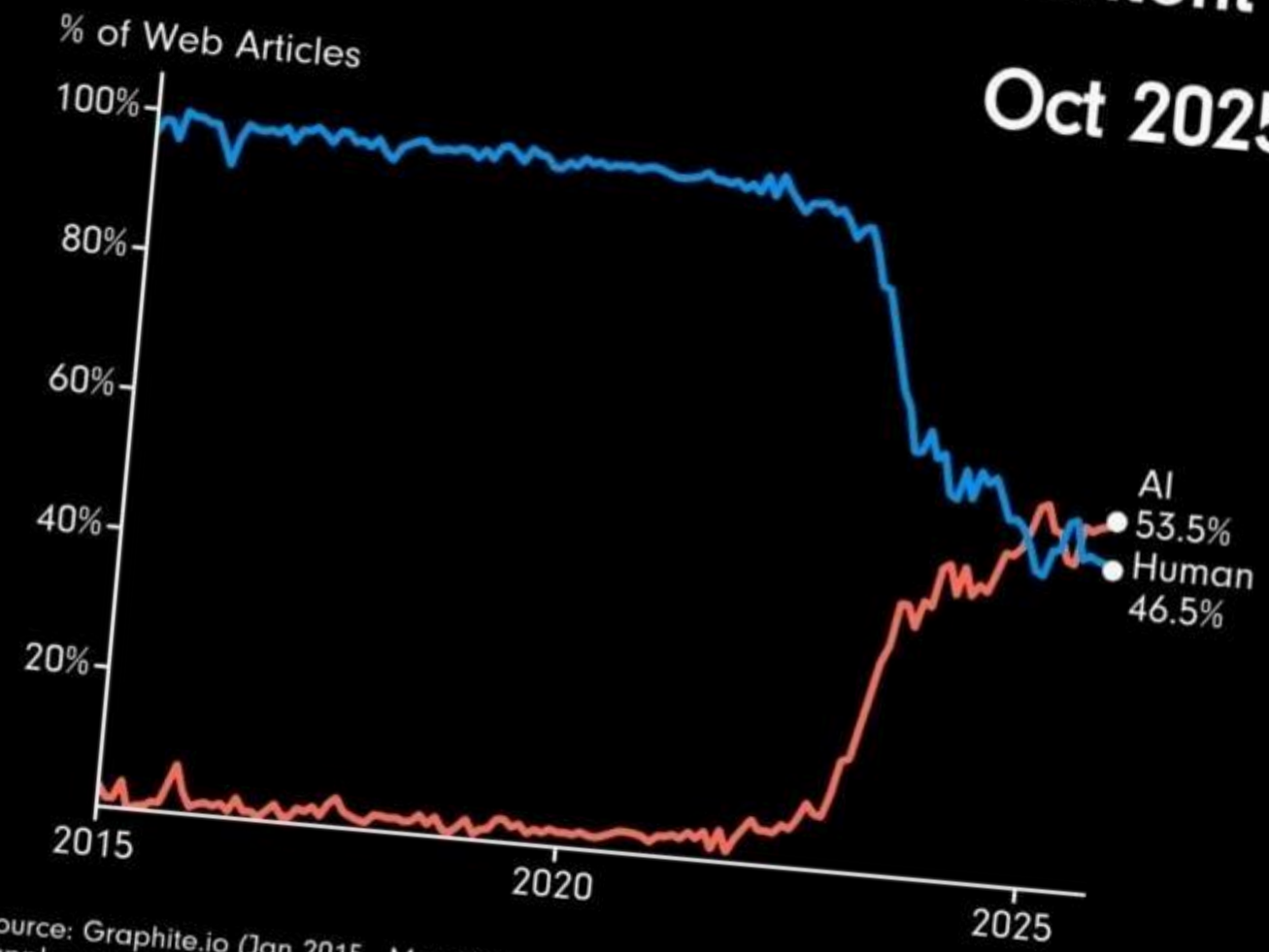
Visitors taken in by AI-generated images on Instagram show bustling crowds and wooden kiosks

115 Gift this article free



The Rise of AI-Generated Content

Oct 2025



Source: Graphite.io (Jan 2015 - May 2025, 65,000 articles), supplemented with 5,200+ articles (Jun 2025 - Oct 2025) | Articles classified using AI detection; AI-generated if >60% AI content.



SV | EN

Which AI-Local would you like to chat about Östersund with?



A chocolate box with a magnifying glass over a house-shaped chocolate. The box is filled with various chocolates, and the magnifying glass is positioned over a house-shaped chocolate, highlighting it. The background is a dark brown color with a subtle pattern.

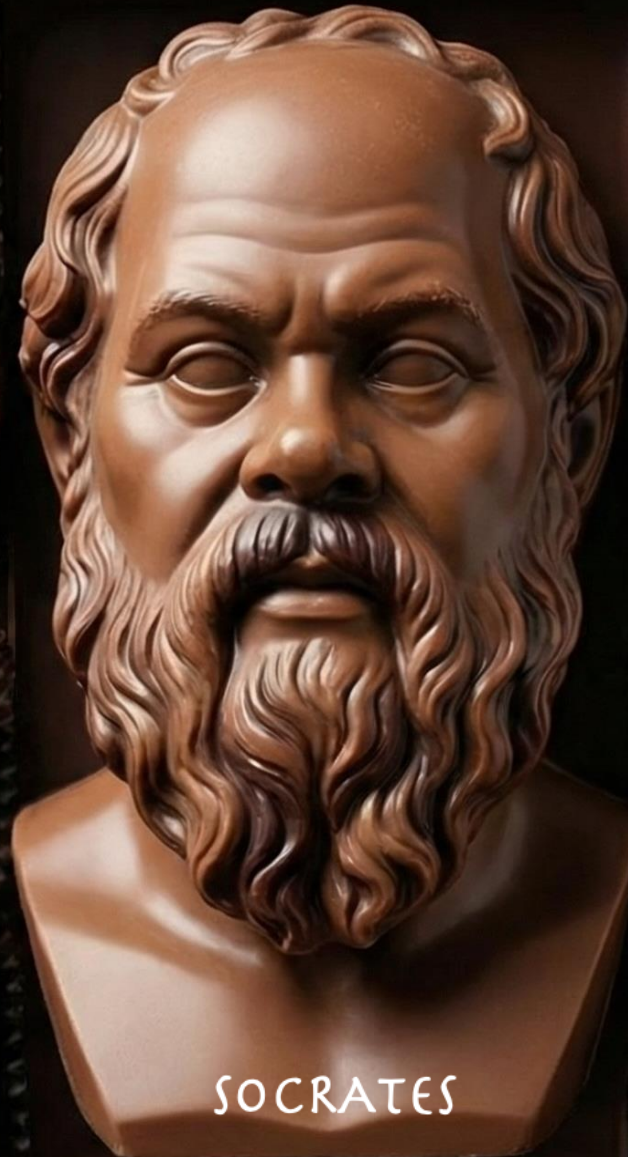
AI MAGNIFIES CHALLENGES AND OPPORTUNITIES FOR THE DMO...

- **Marketing changed (again)**
- **Guest journey changing (again)**
- **Loss of voice & control (again)**
- **Ways of working changed**
- **Trust crisis; fake vs authentic**
- **AI strategy = brand strategy**
- **Aligning AI with values**
- **Orchestrating Intelligence**
- **Leading change**

**N
AO**

#1 CORE VALUE

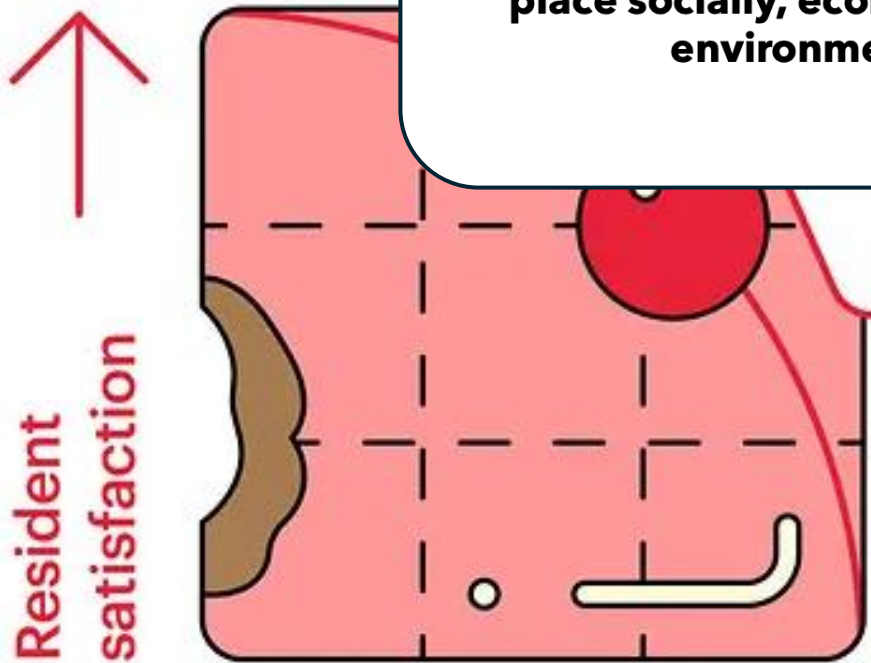
Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.



SOCRATES

THE DEMOCRACY SHIFT

NO



Resident
satisfaction

Visitor
satisfaction

Our ambition:
By 2030, tourism will be making the Faroe Islands, our home, a better place socially, economically, and environmentally



AGORA TOURISME BORDEAUX

Bordeaux s'engage, aux côtés des acteurs du tourisme et de l'événementiel de la métropole, pour la préservation de nos environnements partagés.

Three conversations about travel and tourism

DAY TRIPPER

Cities that work for residents work for tourists

Conversations on travel and tourism

REDESIGNING THE VISITOR ECONOMY OF AMSTERDAM



the Urban Belonging project

Sofie Thorsen
PhD Fellow at Gehl Architects & TechnoAnthropology Lab, AAU



Explore the real Brussels

DMOs and the Citizen Story

21 April 2022

NEW CITIZENSHIP PROJECT

A GREAT PLACE TO LIVE IS A GREAT PLACE TO VISIT

Good Practice Principles for Deliberative Processes for Public Decision Making

OECD

1. Purpose	2. Accountability	3. Transparency	4. Representativeness	5. Inclusiveness	6. Information	7. Group deliberation	8. Time	9. Integrity	10. Privacy	11. Evaluation
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DI' LA TUA!

MACELLERIA PEJOCARNI

Tourism Council and City

Ajuntament de Barcelona

- Chair
- Members
- Advisory Board
- Organizational and administrative staff
- Others
- International and academic experts
- External stakeholders

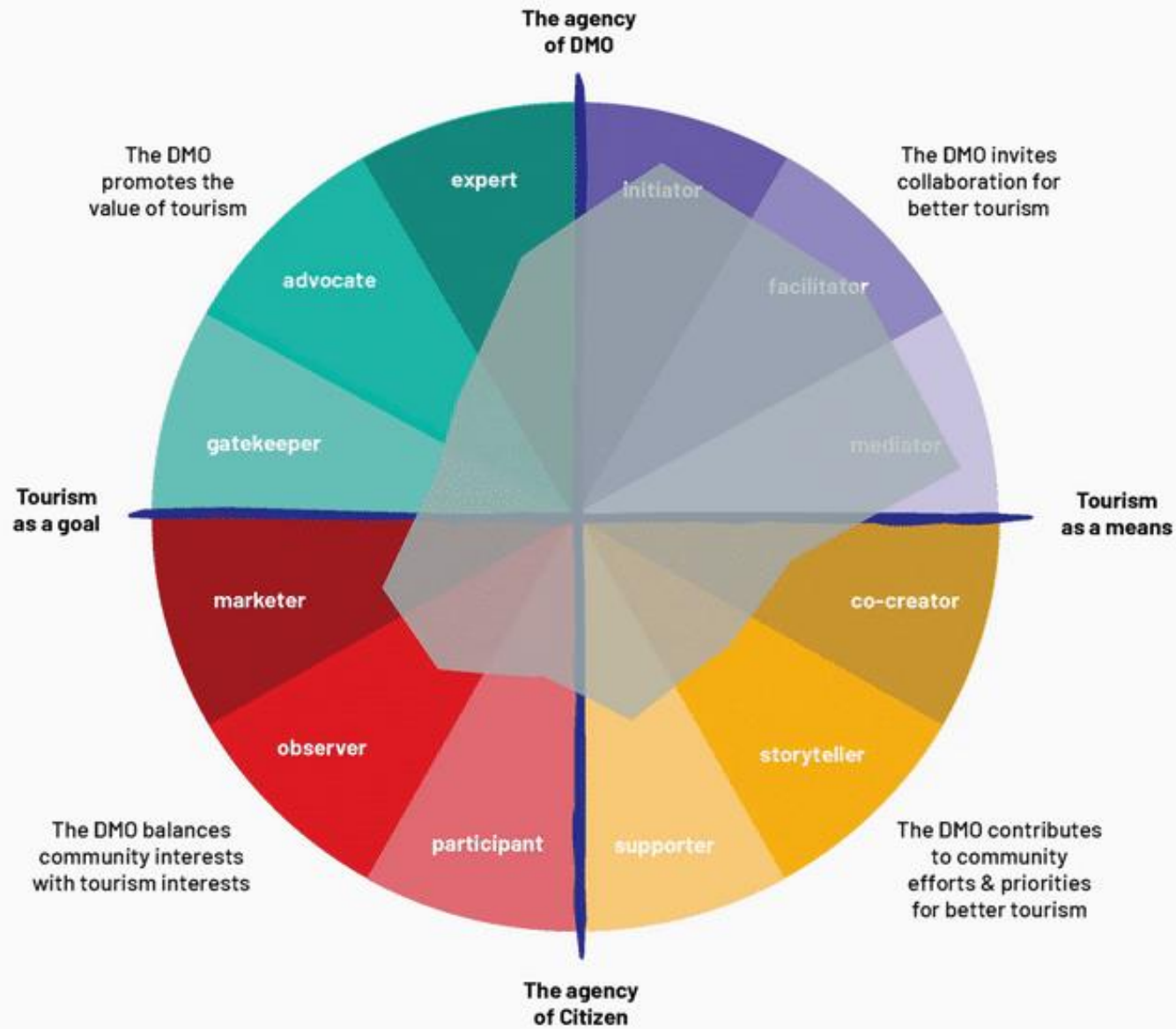
DEMOKRATIGARAGE

WAARDECHEQUE

€7,50

Comment agir pour un tourisme plus responsable en France ?

PARTICIPER À LA CONSULTATION



**SERVICING
PROFIT INTERESTS
AND MANAGING
PUBLIC GOOD**

NO

SPECTRUM OF PARTICIPATION

INFORM

**One-way
provision of
information**

Promise:

*"We will keep
you informed"*

CONSULT

**Information &
feedback**

Promise:

*"We acknowledge
your input, and
share feedback on
how it has
influenced
decision-making"*

INVOLVE

**Two-way
information flow**

Promise:

*"We ensure that
your concerns and
input are directly
reflected in
alternatives /
solutions
developed"*

COLLABORATE

**Partnership and
mutual trust-
building**

Promise:

*"We ask you to be a
key, active player
to help us make the
right conclusions"*

EMPOWER

**Shared
leadership**

Promise:

*"We will
implement what
you decide"*

SO, WHY DM

Info Barcelona

URBAN TRANSFORMATIONS HOUSING SERVICE INFORMATION

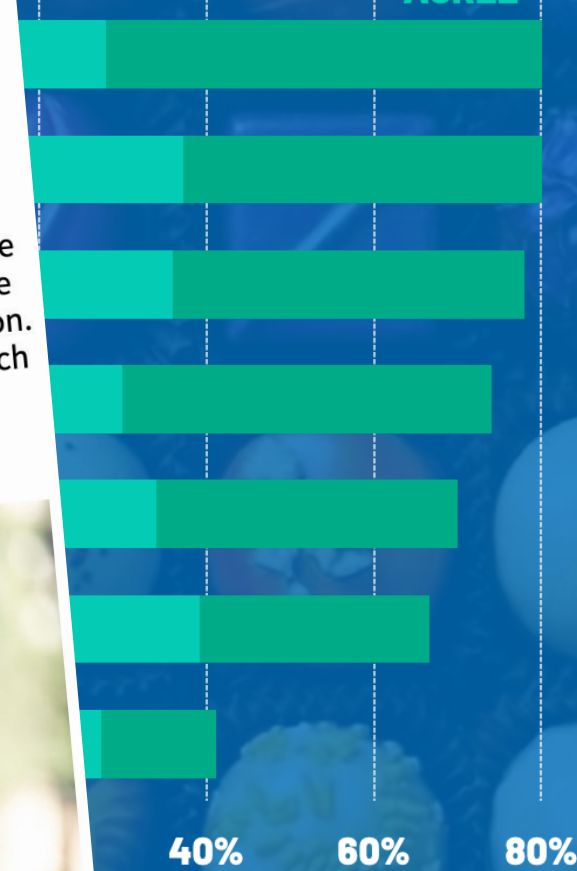
> See the news on the website Tourism

Tourist tax to fund 48 social projects

A new package of 48 projects has been approved with a budget of €11.1 million from the tourist accommodation tax. These projects are aimed at strengthening the measures introduced to improve tourism management and boost the sector's positive impact on the public. Of the 48 projects approved, 29 are direct requests from the city's districts, while eight are geared towards cultural revitalisation. Additionally, five projects target tourism management in areas such as Sagrada Família and Turó de la Rovira, a hill overlooking Barcelona.



AGREE



40% 60% 80%

Resident engagement can

Resident engagement in my or

Residents m strateg

Residents engagement public mandat

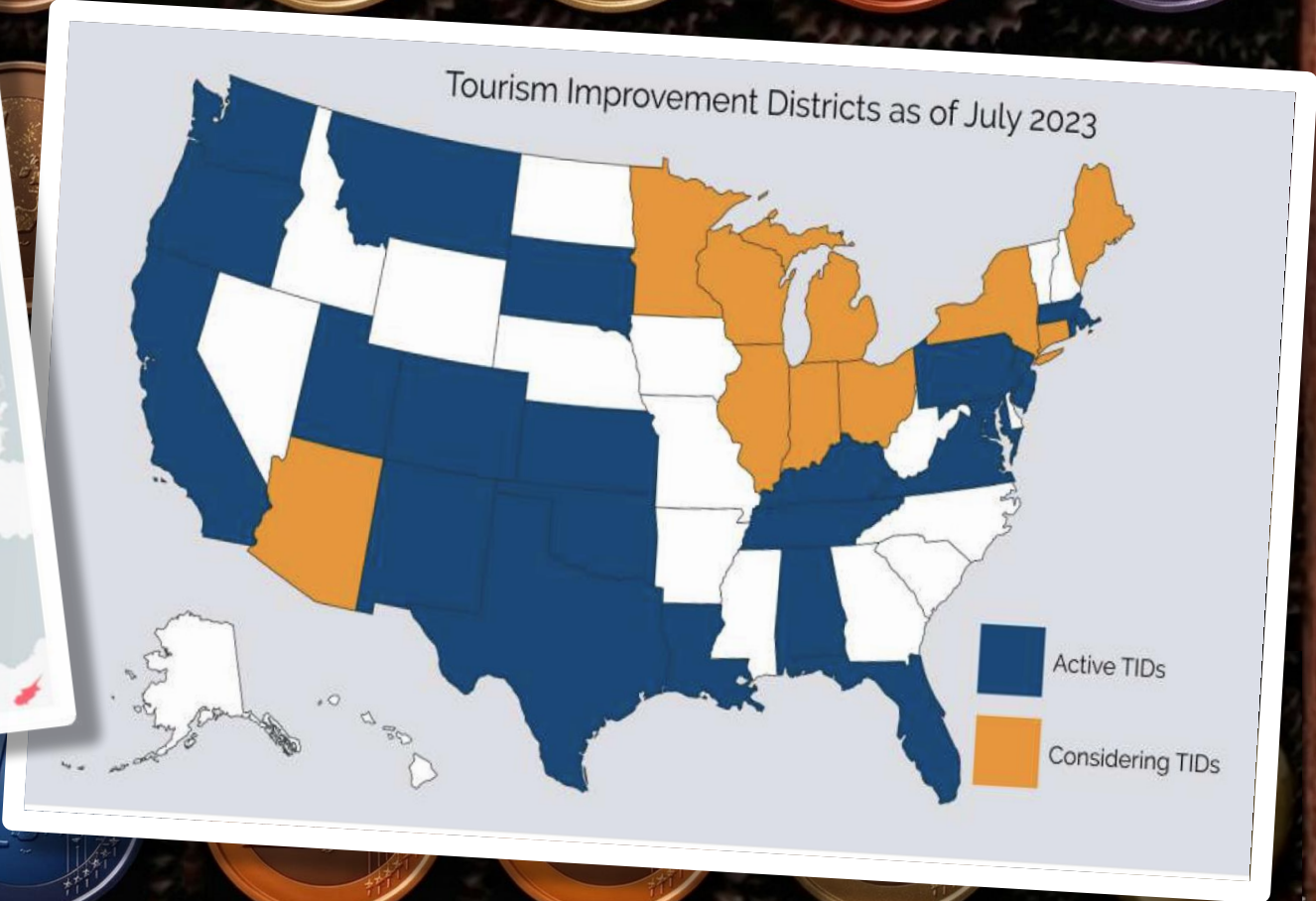
Residents engagement m destination

DMO budget influenced by

N = 51

Note: Does not add to 100% as neutral answers are exclu

FUNDING FUTURES





Which of the following measures to address over-tourism do you support?

		Change vs. 2024
Off-peak travel incentive	46%	+6 pts
Timed entry systems	44%	+21 pts
Visitor caps	38%	+4 pts
Improved infrastructure	33%	+3 pts
Sustainable tourism initiatives	31%	+2 pts
Enhanced transport	31%	+3 pts
City tourism tax	28%	+10 pts
Higher priced accommodation	24%	+10 pts
Alternate attraction development	23%	+1 pt
Short-term rental regulations	20%	-2 pts

Source: Simon-Kucher Travel Trends Survey 2026 | n = 10,179
Simon-Kucher | Travel Trends 2026 | Global Report

NO

INCREASE VALUE CAPTURE...

BOOKING

- **Passenger taxes on the air ticket**
- **Arrival fee on the ticket**
- **Fee on visa application**

ARRIVAL

- **Passenger tax / arrival fee at airport**
- **Passenger tax upon cruise disembarkation**
- **Collection of road taxes / transit fees**

OVERNIGHT STAY

- **Overnight stay taxes (bedtax, kurtaxe) on hotel bill**
- **Fee / deduction on STR**
- **Fees for shelter stays in nature**

EXPERIENCES & CONSUMPTION

- **Fees for active nature recreation**
- **Fees for access to attractions or parks**
- **Framework conditions for tax-free shopping**

DEPARTURE

- **Departure taxes at airports, ports, borders**
- **Refund VAT / tax free shopping**

...TO MAXIMISE VALUE CREATION!

Sustainable Tourism Investments

Sustainable Tourism Investments

Sustainable Tourism Investments

The portal [illessostenibles.travel](#) is the leading website providing all the necessary information on the Sustainable Tourism Tax. Data is gathered on each and every project funded by the Promotion of Sustainable Tourism Fund and includes a section to relating to the Sustainable Tourism Tax, among other information, up to date. In this way, [illessostenibles.travel](#) enables residents of the Islands and tourists or project managers alike to know how the Sustainable Tourism Tax works and everything the

 TRAINING AND QUALITY	 DESTINATION IMPROVEMENT	 CULTURAL HERITAGE	 ENVIRONMENT	 SOCIAL WELFARE	 RESEARCH (R+D)
18 Projects 45 Millions Of €	50 Projects 134 Millions Of €	28 Projects 39 Millions Of €	156 Projects 456 Millions Of €	18 Projects 85 Millions Of €	17 Projects 52 Millions Of €

[+ LEARN MORE ABOUT THE TAX](#)

[+ PURPOSES](#)



CALL FOR PARTNERS

FUNDING FUTURES

A COLLABORATIVE EXPLORATION ON VISITOR CONTRIBUTIONS AND FUNDING MODELS IN EUROPE'S URBAN TOURISM

WHAT A WONDERFUL WORLD!



WHAT A WONDERFUL WORLD!

**HOW IS THE DMO
CONTRIBUTING
TO THIS?**



**NO
AO**

WHAT IF WE START MEASURING **WHAT** **TRULY MATTERS** TO YOUR PLACE?



OPEN BY COMMUNITY • MOONLIGHT WALKS • COMMUNITY TRUST • BREATHABLE AIR • HEALTH OF RIVER

THE PROJECT

WHAT I HOPE FOR THE DESTINATION *MANIFESTATION* ORGANISATION



**RE-CONFIGURE FOR
RELEVANCE & VALUE.**



**CO-DEFINE YOUR
WONDERFUL KPIs.**



**PARALYSIS BY ANALYSIS...
MEANWHILE, DO COOL SHIT!**



**STAND FOR
SOMETHING.**



**VALUE CAPTURE FOR
EQUITABLE VALUE CREATION**





Thank you!
Follow **NAO**
for more

